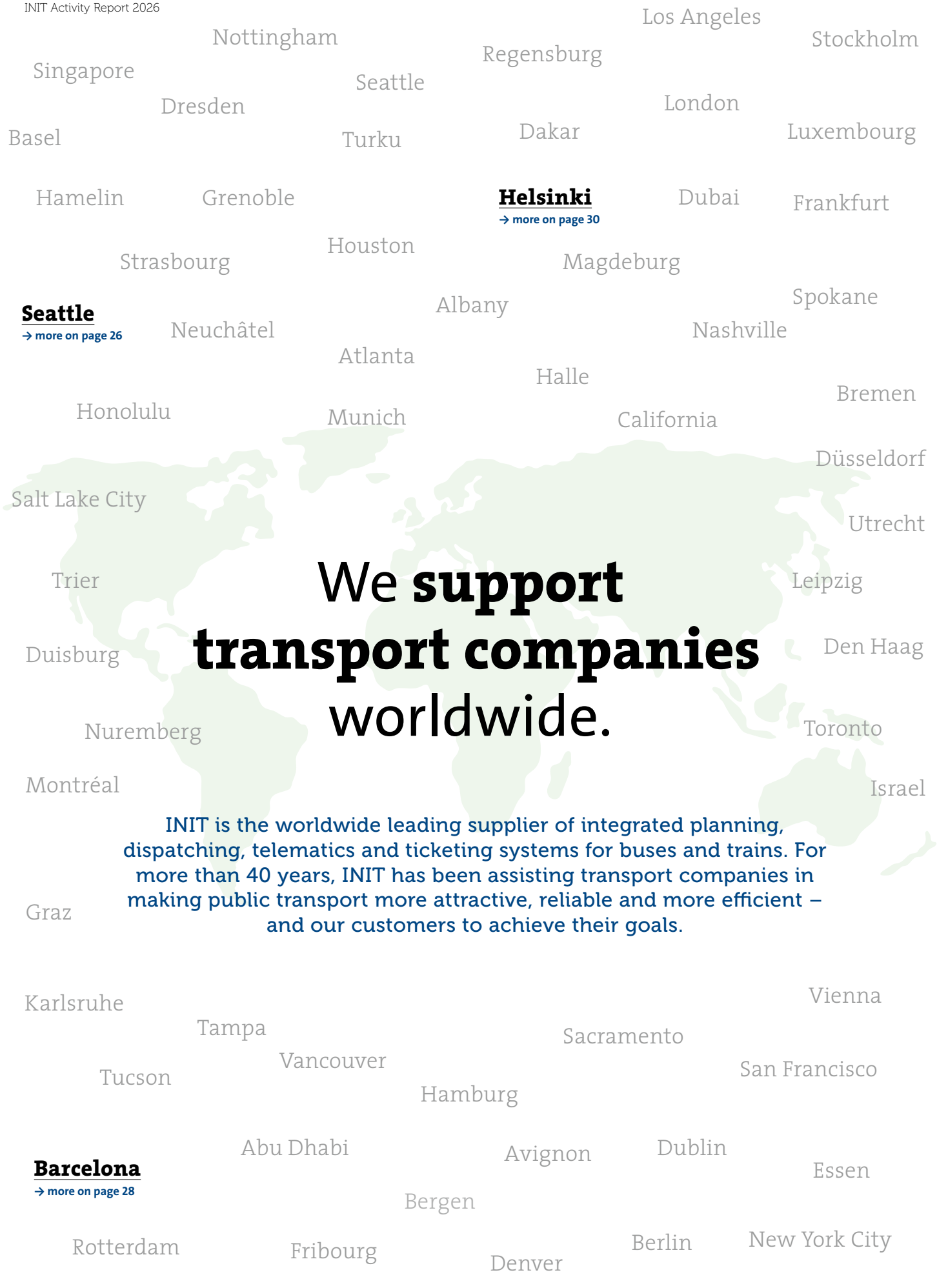
Activity Report 2026

Driven by **Smart Intelligence**



We **support transport companies** worldwide.

INIT is the worldwide leading supplier of integrated planning, dispatching, telematics and ticketing systems for buses and trains. For more than 40 years, INIT has been assisting transport companies in making public transport more attractive, reliable and more efficient – and our customers to achieve their goals.

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Driven by **Smart Intelligence**

Artificial intelligence and other data-driven technologies offer significant potential to optimise services and processes, improve quality and reduce costs. INIT leverages these technologies within its comprehensive solutions to help advance public transport.

The environment in which transport companies operate is becoming increasingly complex. Expectations for service offerings and quality continue to rise. As a result, operational IT systems are becoming more interconnected, which increases system complexity and the requirements for cyber security. All of this is happening against the backdrop of tightening budgets, growing cost pressures, and a shortage of skilled staff.

Fortunately, AI and other smart technologies can provide valuable support. Drawing on its extensive experience and deep understanding of data flows in public transport, INIT integrates these technologies into solutions that unlock their full potential in areas such as:

- analysing passenger behaviour and usage patterns
- predicting demand, occupancy levels and arrival times
- optimising the use of resources, timetables and routes
- supporting dispatchers with intelligent decision support
- overcoming language barriers

The result: better-informed decisions, more efficient processes, reduced workload for employees and improved service quality.

We would be happy to arrange a conversation to explore how we can help you leverage AI to create real value for your business. To get in touch, please scan the QR code.

AI makes mobility easier. For passengers and for transport companies alike.

AI is a true game changer for public transport. Its greatest value lies in analysing large volumes of data from multiple sources, reliably and in real time. This enables applications such as predicting departure times and occupancy levels, supporting dispatchers in control centres, enabling dynamic route planning and generating reliable insights into transport demand as well as many other use cases.

More service, more AI: **Spotlight on** INIT's strategy

What role will AI, cloud computing and data-based processes play in tomorrow's mobility? In this interview, Martin Timmann, Chief Revenue Officer at init SE, explains his strategic goals and how transport companies can become even more efficient and customer-oriented through innovative technologies.

You have been Chief Revenue Officer at init SE since October 2024. What are the most important lessons you have learned in your first year in this role?
One of the key insights I have gained is just how valuable our international positioning is. For example, transport authorities in the USA benefit directly from enhancements to our ITCS that we implement in cities such as London or Strasbourg. At the same time, our many years of ticketing experience in the USA – particularly in account-based ticketing – feed directly into projects for customers across Europe. What has impressed me most, however, is the genuine commitment I see across INIT every day. My colleagues take real pride in their work and are personally motivated by our shared goal of strengthening public transport and advancing sustainable mobility. That dedication is not something that can be taken for granted – it is what enables us to be the dependable partner our customers rely on when facing increasingly complex challenges.

What do you see as the main focus of your work as a member of the Executive Board going forward?
Our customers operate in an increasingly complex environment, and the challenges they face continue to grow. These include the introduction of e-mobility, with its wide range of operational requirements, as well as political expectations to enhance services and make public transport a more attractive alternative to private car use. We have the right solutions in our portfolio to address these challenges – but simply providing technology is no longer enough. We want to further strengthen our customer service and work even more closely with our customers. This is where I see my role. In addition, I would like to support transport authorities in becoming more data-driven – for example by aligning services even more closely with actual demand. Technologies such as AI can provide valuable support here.

Martin Timmann

Chief Revenue Officer

- 2013 – 2024 Managing Director at INIT subsidiary HanseCom Public Transport Ticketing GmbH, Hamburg
- Since 10/2024 Chief Revenue Officer at init SE, Karlsruhe

In which service and product areas do you see particular potential for the future?
Looking ahead, I see significant potential in supporting our customers on their journey to the cloud and, as a secure operator, offering solutions that meet demanding requirements such as cybersecurity and critical infrastructure resilience.

Systems delivered as a service are also becoming increasingly important. Customers are placing greater expectations on us to assume responsibility for operations following installation – from hardware and software maintenance through to helpdesks and hotlines. Our operational services address this need directly and provide transport authorities with tailored support, particularly in light of the ongoing shortage of skilled staff in public transport.

What impact do increasingly tight public budgets have on transport companies' willingness to invest?
My impression is that transport authorities are investing more selectively and are increasingly looking for solutions that simplify day-to-day operations, especially given the growing shortage of skilled workers. This is precisely where we add value. Our solutions streamline and automate processes and already use AI in many areas to increase operational efficiency. For us, this represents an opportunity to apply our expertise in a more targeted way and deliver tangible benefits for our customers.

How will the use of artificial intelligence influence the company and the market in the future?
Artificial intelligence will bring about noticeable changes both at INIT and across public transport as a whole. AI is one of the key drivers of digital transformation in the sector. Processes such as dispatching, predictions and daily operations are far more data-driven than in the past and can therefore be made significantly more efficient.

» Artificial intelligence will bring about noticeable changes both at INIT and across public transport as a whole.«

Martin Timmann, Chief Revenue Officer

This helps relieve employees of some of the operational burden, particularly where comprehensive operational knowledge is no longer available. The result is not only improved service quality, but also more attractive public transport and some relief from staff shortages. For INIT, this opens up new business areas and attractive growth opportunities.

What role do AI applications play in INIT's research and development?
Artificial intelligence has been an integral part of our research and development activities since 2012. We use AI in a targeted way across a range of projects to develop concepts for the mobility of the future. These include, for example, AI-supported systems that assist dispatchers in their daily work, as well as advanced analysis of mobility data and occupancy prediction.

It is important to us that this research is closely aligned with practical requirements. The results are application-oriented and frequently form the basis for concrete products and services that are subsequently brought to market.

In which areas of the existing portfolio do you currently see the greatest potential for AI?
We see the greatest potential in areas where complex data, numerous interdependencies and a high degree of dynamism come together – for example in operations control. AI-supported assistance systems can help control centres manage complex situations by suggesting appropriate measures. Simulations can also be used to develop effective contingency plans, enabling stabilising actions to be implemented quickly when disruptions occur.

AI also enables the intelligent integration of diverse data sources, such as passenger counting data, anonymised Wi-Fi data and environmental data, to identify patterns and generate reliable predictions – for example, regarding demand trends or occupancy levels. This supports more efficient resource planning and improves the information provided to passengers. In addition, AI offers considerable potential for data-protection-compliant, user-friendly services, such as simplified authentication processes. Overall, AI helps reduce the workload on transport authority staff, makes mobility more reliable and efficient and enhances service quality.

Competition is intensifying in the field of AI. How is INIT preparing for this?
As previously mentioned, our experience with AI goes back to 2012. In addition, our expertise is built on many years of experience with data-driven mobility solutions and the underlying operational processes, as well as a deep understanding of the challenges faced by transport authorities. This gives us a clear advantage over AI providers from outside the sector.

Our strength lies not only in technology itself, but also in our extensive public transport expertise and close collaboration with transport authorities. This enables us to develop AI solutions that are precisely tailored to real-world requirements.

We also continue to advance our research through cooperation with universities and research institutes, allowing us to identify emerging trends at an early stage and translate them into practical applications.

What AI innovations can we expect from INIT over the next five years?
In the coming years, AI-supported solutions will play an even greater role at INIT. This includes advanced planning, dispatching and assistance systems that support real-time decision-making and significantly reduce the workload on staff.

We are also working on more intelligent mobility services that link demand, traffic data and available resources more effectively – for example in the field of flexible on-demand services. Finally, we are developing solutions that enhance the customer experience, such as AI-supported analysis of CCTV data to improve passenger safety, or chatbot-based assistance when purchasing tickets.

Which professional achievement over the past year are you most proud of?

What excited me most was seeing the successful delivery of our projects last year, such as the Better Breeze ticketing system in Atlanta and the Ticketing-as-a-Service system in Trier. These projects once again demonstrate the commitment of INIT employees worldwide and their determination to ensure our customers' complete satisfaction – going the extra mile to deliver the best possible results.

Thank you very much for talking to us!

Intelligent support for staff

Public transport operators are under growing pressure to deliver reliable services with limited resources. Smart systems offer effective relief: intelligent AI support and flexible duty rostering improve working conditions for drivers. Routine tasks in the control centre are streamlined, while complex decision-making is reliably supported. At the same time, autonomous shuttles open up new service opportunities and help address the growing shortage of skilled staff.

AI for clear communication and fair duty rosters.

Breaking down language barriers

AI can make life easier for new drivers who face language challenges. AI-powered translations of control centre messages on the on-board computer help with this, complemented by menus that can be switched to different languages. Turn-by-turn navigation guides drivers along unfamiliar routes, allowing them to hit the ground running more quickly.

Smart duty rostering for a better work-life balance

Changing shift models make it increasingly difficult for drivers to balance work and private life —particularly for employees with significant childcare and family responsibilities. Addressing this challenge requires intelligent, flexible solutions.

INIT's duty rostering system allows employees' needs to be taken into account far more effectively. Drivers can easily submit their preferred working hours via PC or mobile device. An intelligent algorithm then evaluates all preferences alongside legal requirements and staffing constraints to automatically create optimal and fair duty schedules which are efficient, compliant, and tailored to individual employees.

A dedicated duty exchange module also allows shifts to be adjusted or swapped at short notice. The result is increased employee satisfaction, improved work-life balance and a reduction in absenteeism.

Smart control, autonomous shuttles

Autonomous shuttles and buses have the potential to significantly enhance public transport in the years ahead. They can be used to expand services while helping to mitigate the shortage of qualified staff. INIT has been actively researching this field for several years and is currently involved in the ABSOLUT II project, which examines the technical, organisational and legal requirements for deploying automated shuttles.

At the heart of the project is the development of an intelligent system architecture based on a broker architecture in line with the internationally renowned German standard VDV 435. This enables standardised, manufacturer-independent integration of all relevant components – from the public transport control centre and technical supervision through to the vehicle itself.

The goal is to enhance the operations control system so that the safety driver currently required under European legislation can be replaced by technical supervision from the control centre. In doing so, INIT is moving public transport one step closer to a scalable, safe, and autonomous future.

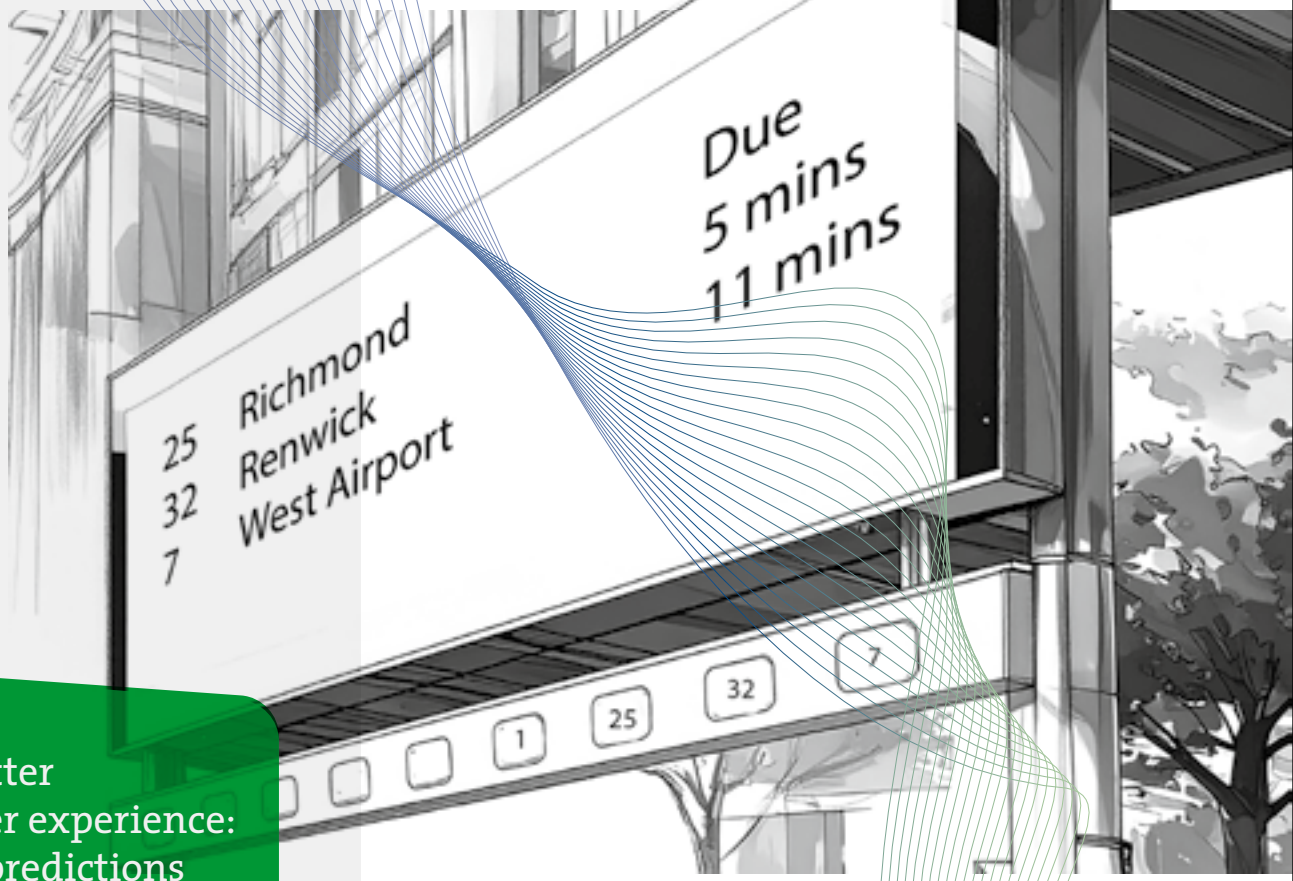
AI assistants for the control centre

Work in the control centre is highly complex and demands extensive operational experience – expertise which not all staff members possess. To address this, INIT is developing AI- and rules-based tools that compensate for gaps in experience and provide targeted support in day-to-day operations.

The KARL project, which we are advancing together with renowned partners, demonstrates how AI can deliver tangible relief in the control centre. Its core component is an AI-based assistant tool that recommends appropriate dispatching measures during disruptions, based on previous comparable situations. This reduces staff workload and helps stabilise operations more quickly.

Another key tool is RESPONSEassist, INIT's system for incident management and multi-channel communication. It supports dispatchers with structured action guidelines for handling disruptions and provides predefined templates that allow to automatically generate passenger information and distribute it across all relevant channels – from websites and apps, to loudspeaker announcements.

Building on this foundation, additional assistance functions within the operations control system further support control centre staff. A new incident management module significantly simplifies the setup of diversions – traditionally a time-consuming and error-prone process, especially at major transport hubs. Dispatchers simply mark the affected area on the ITCS map display; the system then identifies the impacted lines and proposes suitable diversion routes.



AI for better passenger experience: reliable predictions and enhanced safety.

AI applications enhance public transport services

Service quality in public transport has many dimensions. Accurate predictions, rapid disruption management and demand-oriented services are just a few examples. By deploying AI applications and other data-driven technologies, INIT continues to make public transport more comfortable and attractive.

Since 2012

INIT has been incorporating AI

into its solutions and has also been actively participating in numerous research projects.

More reliable departure predictions with AI

Knowing exactly when buses and trains will arrive makes public transport easier to use and more appealing. Reliable departure predictions significantly increase passenger satisfaction and AI can play a decisive role in achieving this.

By analysing historical data alongside real-time operational information, AI dramatically improves forecast accuracy. AI-based departure predictions are an integral part of MOBILE-ITCS nextGen operations control system. The algorithm automatically identifies patterns, selects the most suitable prediction method for each situation and initiates self-learning processes whenever the quality of the prediction method reduces.

Predictable occupancy with AI

Knowing how full a bus or train will be before starting a journey means greater comfort, less crowding and a noticeable improvement in service quality for all passengers. MOBILEguide provides AI-based occupancy predictions that combine real-time data with historical passenger counting data. The system also takes into account how many passengers are expected to alight at the next stop, enabling more precise predictions.

Passengers benefit from a more relaxed travel experience, targeted boarding and the ability to choose the best possible connection. MOBILEguide makes public transport more reliable, comfortable and attractive.

Smart operations management through real-time traffic data

Early detection of potential disruptions is essential for smooth operations. By importing real-time traffic data directly into the Intermodal Transport Control System, MOBILE-ITCS, current road conditions are immediately visible to dispatchers.

Congestion, roadworks, accidents and high traffic volumes are displayed in real time with precise georeferencing on the ITCS map display. This enables dispatchers to implement diversions earlier, communicate delays more effectively and closely monitor critical route sections. For passengers, this translates into shorter journey times, fewer disruptions and smoother transfers.

AI-powered security with privacy at its core

Passenger expectations around safety in public transport are rising. AI-based video analysis systems can automatically detect assaults or aggressive behaviour, enabling faster and more targeted responses, whilst fully respecting personal privacy.

INIT's video analysis system enables AI-based pseudonymisation that protects sensitive image areas directly on board the vehicle. Video footage can be analysed without identifying individuals. When required, authorised parties can perform targeted de-anonymisation, while uninvolved persons remain anonymous.

This creates a balanced approach to security and data protection: In critical situations, law enforcement personnel are granted access to any required information, affected individuals are protected and legal data protection regulations are adhered to.

Intelligently driving the mobility transition

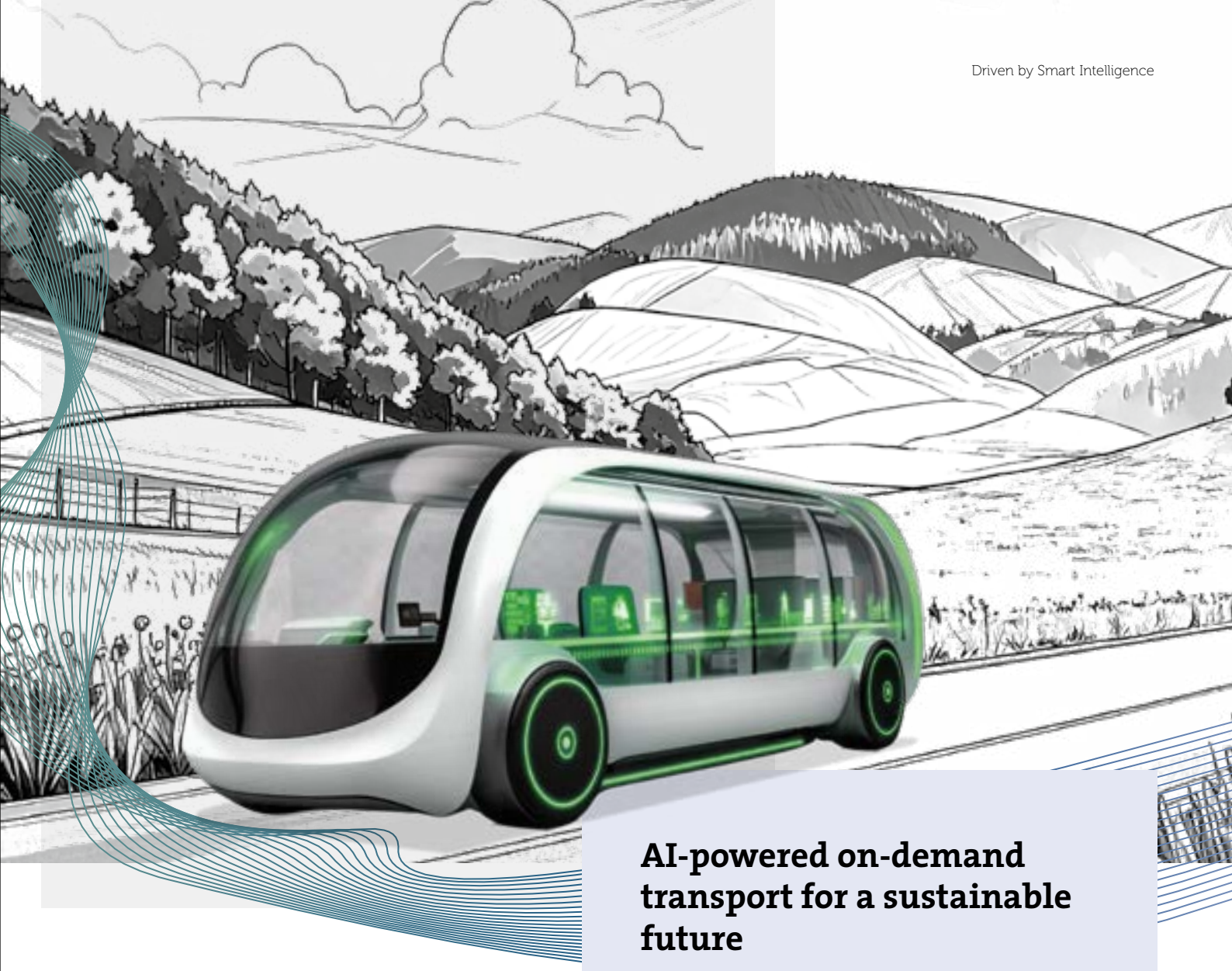
In a push to transform mobility, policymakers are placing high expectations on public transport. A key element is the shift to zero-emission vehicles.

INIT's intelligent solutions make it possible to introduce e-mobility safely and efficiently, while ensuring electric bus fleets run smoothly. For the mobility transition to succeed, public transport must provide a reliable alternative to cars, including in rural areas. MOBILE-FLEX enables demand-responsive transport (DRT) that complements traditional fixed-route services in a flexible and cost-effective way.

Smart planning, efficient operations

The transition to e-mobility requires significant investment. The eMOBILE-PLAN planning system enables transport companies to test deployment strategies in advance, assessing operational impacts — from blocks and charging strategies to staffing requirements — before a single e-bus is purchased.

Once vehicles are in service, the eMOBILE-ITCS operations control system provides real-time monitoring of electric buses. It supports control centres by tracking battery levels, issuing alerts when critical thresholds are reached. It also verifies whether current charge levels are sufficient for longer trips resulting from dispatching measures. Operating electric buses increases the complexity of vehicle allocation, especially in mixed fleets of diesel and electric vehicles. eMOBILE-DMS, INIT's depot management system, integrates with the ITCS and charge management systems to consolidate operational data and embed it into depot processes, enabling smooth, transparent, and efficient depot operations.



AI turbocharges intelligent charging

Charging issues can lead to missed trips and dissatisfied passengers. The MOBILEcharge charge management system uses artificial intelligence to reliably charge electric buses and ensure they are ready for operation. AI-driven fault analysis explains complex issues in clear terms, allowing even less-experienced staff to identify and resolve problems quickly. The system sets charging targets for each bus and monitors their performance, automatically proposing adjustments if risks to service delivery are identified. It can also schedule charging during periods of lower electricity tariffs, supporting cost management while maintaining operational readiness.

AI-powered on-demand transport for a sustainable future

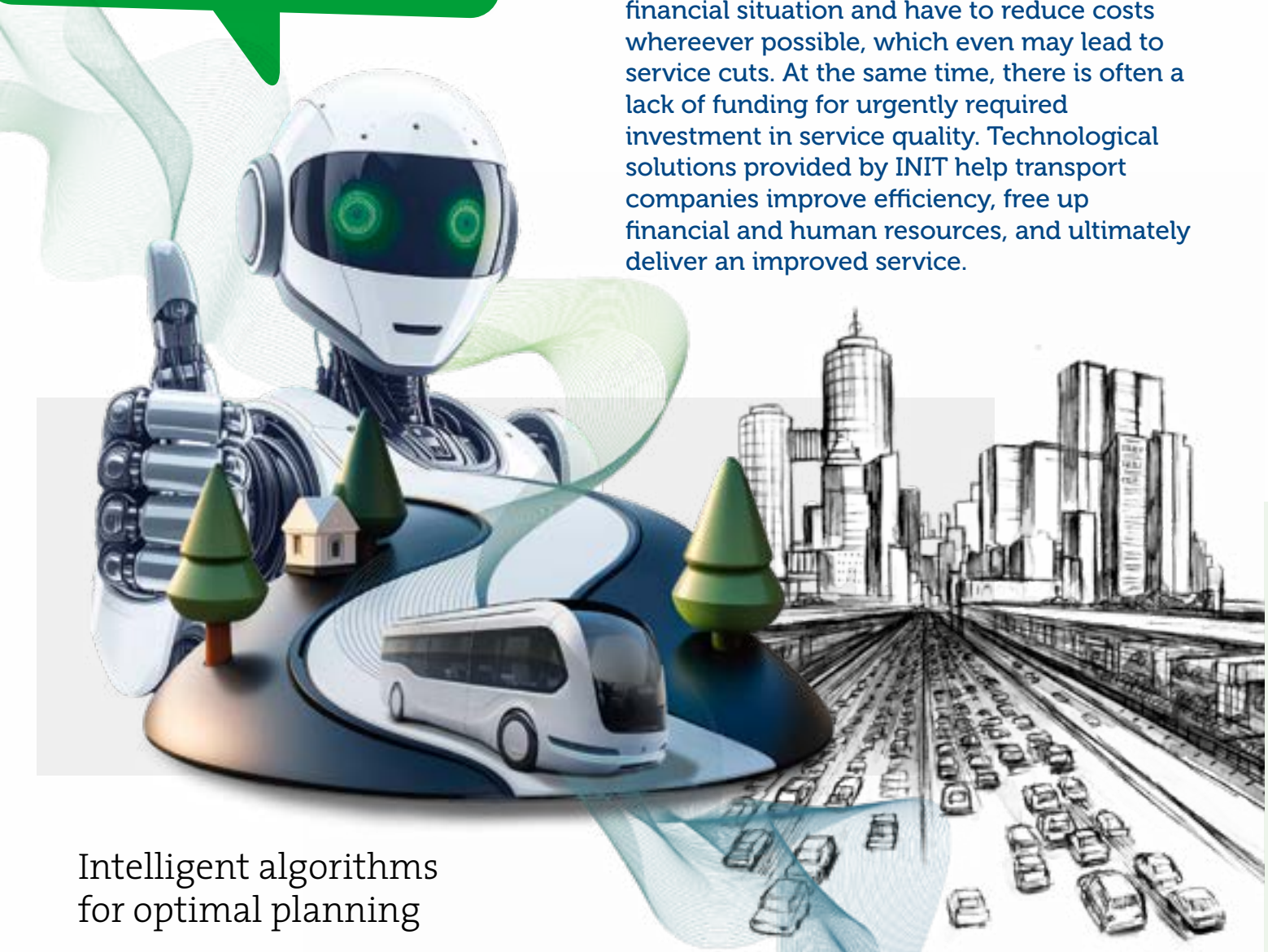
With MOBILE-FLEX, INIT brings artificial intelligence to on-demand transport, opening new opportunities for sustainable public transport. The integrated solution manages booking, dispatching, and optimisation across all common operating modes — from on-demand routes to fully flexible area operations with ride pooling — and adapts to local requirements.

At its core is an AI-based optimiser that bundles ride requests in real time and dispatches them in a passenger-friendly way. By considering current vehicle positions, it enables short booking times and the use of virtual stops, making on-demand transport both economical and attractive — particularly in rural areas. MOBILE-FLEX strengthens public transport as a genuine alternative to private cars, supporting the mobility transition across the board.

Greater efficiency with **intelligent planning**

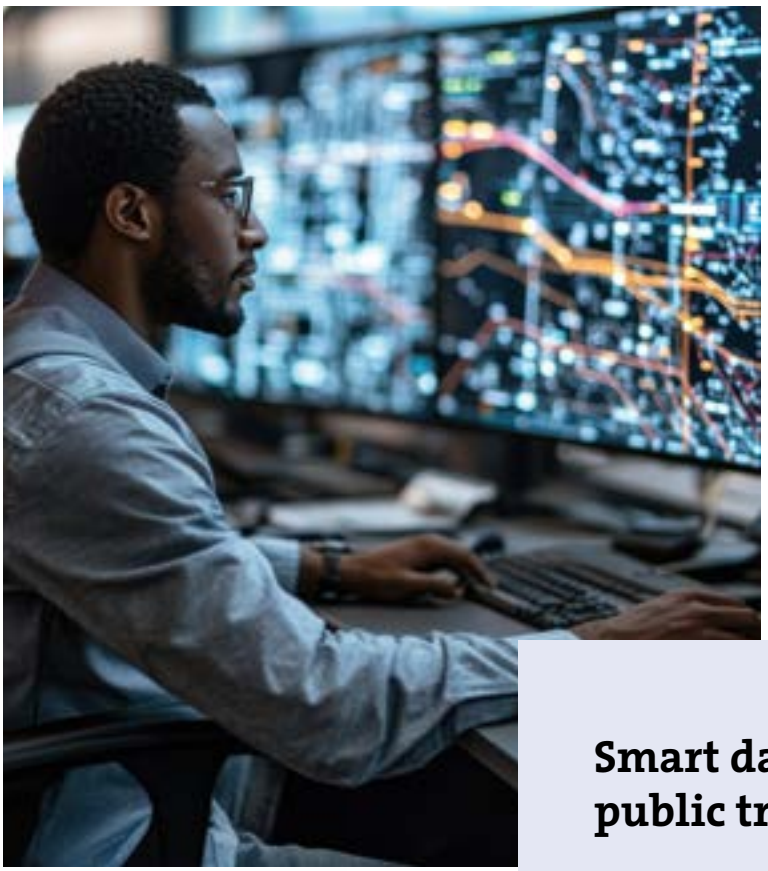
Meet your passengers' needs while using resources efficiently – with INIT.

Many public transport providers face a tough financial situation and have to reduce costs whereever possible, which even may lead to service cuts. At the same time, there is often a lack of funding for urgently required investment in service quality. Technological solutions provided by INIT help transport companies improve efficiency, free up financial and human resources, and ultimately deliver an improved service.



Intelligent algorithms for optimal planning

Planning timetables, blocks and duties is a complex task which is often handled separately — and does not always deliver optimal results. INIT's triple optimisation approach combines these three steps into a single process, taking legal, contractual, and operational requirements into account. Intelligent background algorithms generate coordinated timetables, blocks and duties in a fraction of the usual time. The result is a more efficient use of resources, lower costs, and improved service quality.



Intelligent data analysis for demand-driven planning

New infrastructure takes years to be developed — but improved services are needed today. Public transport therefore needs to respond quickly and effectively to changing mobility patterns, which requires accurate, reliable data. This is where the Mobile Data Fusion research project, which INIT is carrying out in collaboration with other leading partners, comes in. It provides an intelligent data foundation to be able to plan services based on actual demand and making optimal use of existing networks and resources.

Smart data driving the future of public transport

Punctuality and occupancy levels are key indicators for efficient public transport operations. DILAX Citisense® combines vehicle data with additional sources of information such as timetable and location data, as well as information on stops, ticketing, calendar entries, and local events. This provides a sound basis for demand-driven service planning, enabling targeted capacity management and early identification of over- or underuse. The result is greater cost efficiency, better resource utilisation, improved service quality, and a reliable basis for both strategic and operational decision-making.

Leading the way in container technology

INIT on-board computers use container technology, allowing vehicles to be equipped with the required hardware and software more efficiently. Software components are provided in separate containers, enabling modular operation, flexible updates, and seamless integration — even when software comes from third-party providers. This reduces the number of devices that are required in the vehicle and lowers both maintenance and operating costs. Open standards and smart system architecture also make it easy to integrate new services. The result is future-proof vehicle IT that streamlines operations and improves both efficiency and service quality.

AI-supported customer service with less effort

Service centres work hard to respond to customer enquiries quickly and reliably. With the targeted use of AI, this process becomes even faster and more effective. Customer management systems like that offered by INIT automatically consolidate and assign messages from various channels such as email, chat, and telephone. The AI uses existing information to generate appropriate responses and, when necessary, forwards requests directly to the appropriate contact person. This results in fewer errors, greater efficiency, and more satisfied customers.

Our Vision:

Shaping mobility. **Advancing transport companies.**

For over 40 years, we have been committed to making mobility easier. For transport companies and passengers alike.

Do you strive to offer your passengers an outstanding service and prepare your city for the future with innovative mobility solutions?

Our modular solutions for planning, dispatching, operations control, passenger information and ticketing make this possible. As a reliable technology partner, we have been supporting well-known transport companies around the world for more than 40 years to make public transport more attractive and efficient. Along with over 1,400 other public transport providers on five continents, you can trust in this expertise.

As an innovation leader, we swiftly make technological progress available for public transport. We focus on areas such as artificial intelligence, automation, assistance systems, optimisation, cloud technology and interoperability – so that your employees receive the very best support in their demanding roles. **Together, we have the opportunity to develop transport systems that set new standards.**


Alongside transport companies worldwide, we are shaping the success story of innovative mobility that connects people all over the world.

Solutions for every public transport challenge

INIT is currently the only provider offering an overall solution for transport companies, covering all operational tasks such as planning, dispatching, operations control and ticketing.

The demands placed on transport companies are increasingly complex. So it's good to have a technology partner who not only understands your company's specific requirements, but also takes dependencies into account. Even if you opt for just one module from our comprehensive product suite, you can always rely on our expertise and innovative strength as well as on our comprehensive understanding of your processes and the interoperability of our systems. Integrating your existing infrastructure is not a challenge for us; it's what we do best.

Analysing & Optimising

Get maximum benefit from your data – we support you in this: for example, for service optimisation, revenue sharing, or in passenger information to indicate occupancy levels.

Customer Support & Operations

Even after we have installed your INIT system, we continue to support you with many services. From monitoring to maintenance, from data management to reporting. Cloud options, hosting and platform solutions are also available. This ensures that your solution is not only tailored to meet your needs, but it remains future-proof.

Planning & Dispatching

From planning timetables to optimised deployment and management of vehicles and drivers – we provide you with the tools to get the most out of your resources.

Operations Control & Real-Time Passenger Information

Keeping an eye on the traffic situation, improving punctuality, fixing disruptions quickly and automatically keeping passengers well-informed in real time: higher service quality ensures greater customer satisfaction – and therefore higher passenger numbers.

Electromobility

Implementing e-buses with ease and managing them efficiently: this is where we support you. From strategic planning to depot management and dispatching, from charge management to reliable range prognosis and monitoring.

Ticketing & Fare Management

Whether smartcard, debit and credit card, EMV, Apple Pay™, Google Pay™, Samsung Pay™, check-in / check-out or paper ticket – INIT makes it easy for passengers to pay the right fare while you enjoy our easy-to-use fare management software. Account-based ticketing makes this possible.

Open Mobility Platforms

Integrating new mobility offers into a smart concept. This becomes reality with an intermodal booking and payment platform that creates genuine additional value. So customers have to register just once and can pay through one platform. Your company remains the decisive player on the mobility market.

Innovative concepts drive public transport forward

Innovative solutions are key to modern mobility. They also determined our path from a university spin-off to a global market leader.

Today we are still actively engaged in many research projects and use the findings in the development of our products with our customers' objectives always taking top priority. We conduct our research on an international scale, think outside the box, know the sector inside out and steer new ideas for the benefit of our customers.

Innovation is part of our DNA.

As part of the DaKiMo research project, extensive public transport operating and passenger data was processed **using AI** and enriched with traffic and weather data. The objective was to **create intelligent information services** and promote resource-efficient, sustainable mobility. INIT contributed its expertise in public transport data structures.

INIT contributed its extensive expertise in digital payment systems for public transport to the European Central Bank's innovation project on the digital euro. Together with project partners, INIT tested contactless payments in public transport based on the LIVEabt SaaS platform. The aim was to trial the **digital euro as a secure Eurosystem payment method** in real-world conditions while strengthening Europe's financial sovereignty.

In the aura.ai research project, partners from Germany, France and Switzerland collaborated on **AI-supported solutions for cross-border public transport.** The project focused on developing methods for automated, data-protection-compliant authentication to simplify access to mobility apps.

The JULIA research project focuses on integrating **new European Galileo satellite services** to enable safer and highly accurate vehicle positioning, achieving accuracy levels of up to 10 centimetres.

In the KARL research project, we are involved in the development of an **AI-based assistance system** to support the operations control centre.
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Autonomous driving will fundamentally change mobility. This also applies to public transport. We have been working with our partners on the topic of autonomous driving since 2016 – and are currently involved in the ABSOLUT II and Cultural Road research projects.
›› See page 11

In cooperation with the University of Sydney, INIT is developing **a technology to minimise the impact of disruptions** in public transport operations. Using a digital twin of the road network, researchers are testing the effectiveness of automated emergency plans generated by the system based on real data, models and traffic simulations. The goal is to rapidly identify and implement measures to stabilise operations in the event of disruptions.

In New York

but also in Barcelona, Tel Aviv and Dakar, our **charge management system** ensures that electric buses are always charged cost-effectively and on time.

In Atlanta

but also in Portland, San Diego, Seattle, Nottingham and Turku, our **ticketing system** ensures that passengers easily purchase the right ticket. Innovative technology reduces the need for cash and cuts staff costs.

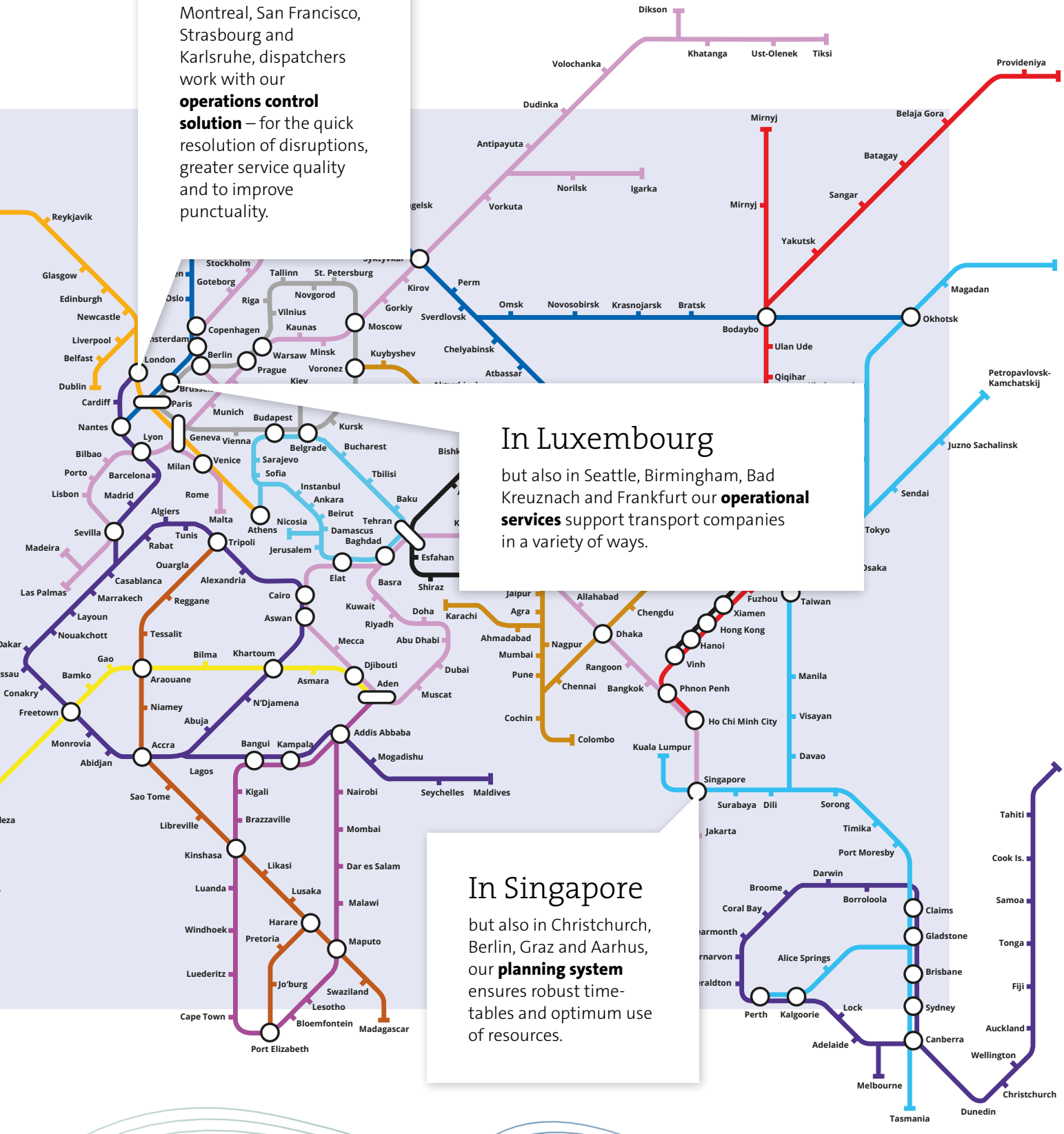
Successful worldwide

Public transport companies around the world operate more quickly, conveniently and efficiently thanks to INIT's technology – making public transport more attractive.

Adapted to local and regional requirements, INIT develops targeted solutions – whether for 20 vehicles or 2,000 vehicles, for metropolitan or rural regions. We are wherever our customers are based. At more than 40 locations around the globe. For more than 1,400 transport companies worldwide.

In London

but also in Dubai, Montreal, San Francisco, Strasbourg and Karlsruhe, dispatchers work with our **operations control solution** – for the quick resolution of disruptions, greater service quality and to improve punctuality.



In Luxembourg

but also in Seattle, Birmingham, Bad Kreuznach and Frankfurt our **operational services** support transport companies in a variety of ways.

In Singapore

but also in Christchurch, Berlin, Graz and Aarhus, our **planning system** ensures robust time-tables and optimum use of resources.

Seattle: Smart travel during major sporting events

When the world comes to town for the world's biggest football tournament, public transport has to perform at its best. Puget Sound's regional transit authority Sound Transit and its partner agencies rely on INIT to make this possible.

The unified account-based ticketing system covers buses, trains, and ferry services across seven different agencies in four counties. It enables convenient contactless ticket purchase and smooth transfers between operators, while supporting high passenger volumes during the event, when an estimated 750,000 fans are expected to visit the region. At the same time, the system simplifies revenue distribution and fare coordination across multiple operators, ensuring efficient regional operations.

More convenience for passengers

Having started as a closed-loop system, ORCA (One Regional Card for All) was recently given an open payment addition. Both open and closed loop payments allow riders to travel easily without needing to understand complex fare structures.

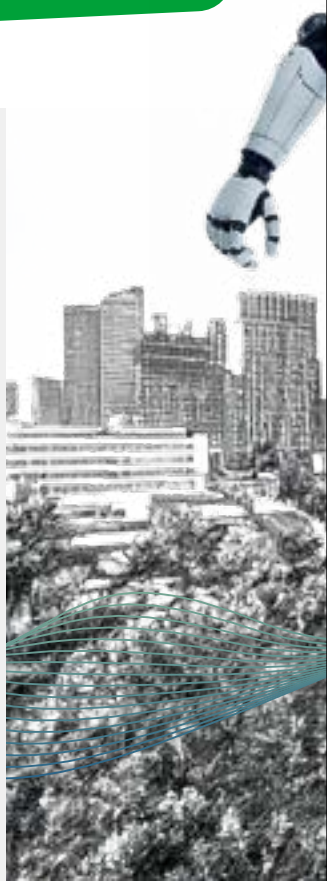
Passengers can simply tap their ORCA card, their contactless credit or debit cards, or cards in digital wallets, using Apple Pay™, Google Pay™, or Samsung Pay™ to ride. This new feature expands access to public transport and supports seamless travel experiences for both daily passengers and visitors alike. The result is faster boarding, improved accessibility and seamless travel experiences across the region's transport network.

»Open payments reduce barriers and make transit the easy choice for everyday riders and visitors alike. By partnering with INIT, people can now ride with the cards and devices they already carry.«

Chris McKnight, Director ORCA

Key figures

- One of six host cities relying on INIT solutions, alongside Atlanta, Houston, Los Angeles, Toronto and Vancouver, BC
- Boosted ridership: From 134 million passenger trips in 2023 to 151 million in 2024
- More than 431,000 active ORCA customers
- Multi-modal coverage: bus, light rail, commuter rail, ferry and streetcar



Seamless rides across Seattle's transport network

The Seattle region's fare system connects seven transit agencies — including Sound Transit, King County Metro, Community Transit, Everett Transit, Kitsap Transit, Pierce Transit and Washington State Ferries — into a unified regional platform. The system integrates bus, light rail, commuter rail, ferries, streetcars and other regional services. INIT's back-office solution enables real-time fare validation even under conditions of reduced bandwidth, account management and automated revenue distribution between operators.

151
million trips
across the network (2024)

A comprehensive mobility platform

The open system architecture enables continuous development and integration of new mobility services and payment technologies. With its flexible and scalable design, Seattle's fare system strengthens operational resilience, improves passenger convenience and prepares the region's public transport network for what's next.

For this year's major event, Seattle's public transport network is perfectly prepared to provide fans with quick, convenient and seamless journeys between venues, hotels and city attractions.

Barcelona: Smart charging concept

The metropolitan area of the Catalan capital is one of the largest in Europe, with a population of more than five million. With over 100 bus routes, the public transport system demonstrates its high performance day after day – particularly as the growing share of e-buses in the fleet makes smooth operations more challenging. To ensure that electric buses are always charged cost-efficiently and in line with operational needs, the transport operator Transports Metropolitans de Barcelona (TMB) relies on INIT's intelligent charge management system, MOBILEcharge.

Managing complexity

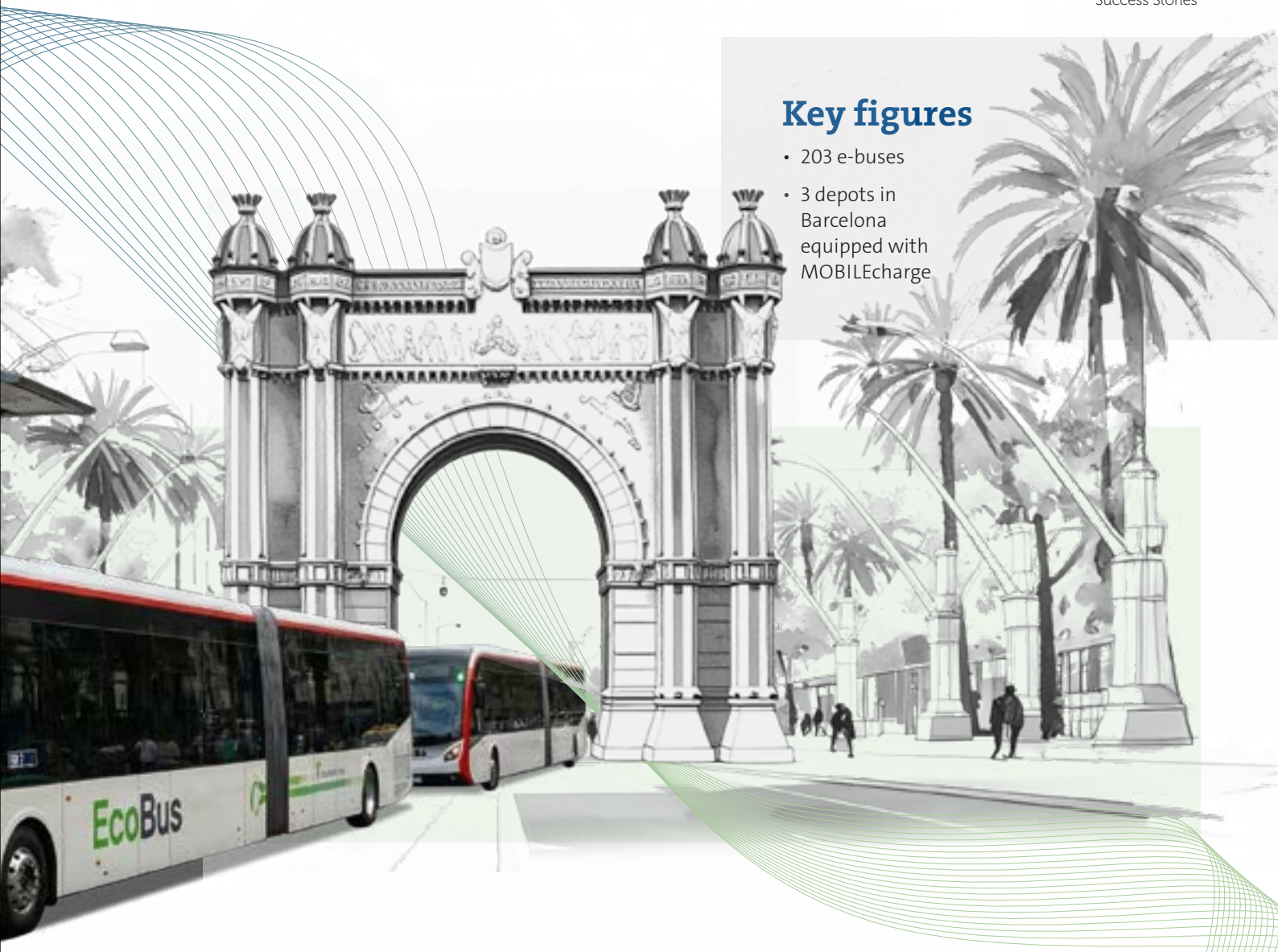
One of the key challenges was the highly heterogeneous system landscape. More than 150 charging points from three different suppliers had to be integrated across three depots. In addition, the e-bus fleet includes vehicles from multiple manufacturers. INIT's charge management system therefore had to accommodate a high level of technical diversity.

»Bus fleet electrification is a reality. At TMB, we rely on solutions like MOBILEcharge to ensure reliable service in Barcelona with smart energy orchestration; managing overnight charging, avoiding energy peaks and maintaining operational reliability across diverse vehicle and charger brands.«

Natàlia Bigas Torrent,
Directora Servei Infraestructures de Bus,
Transports Metropolitans de Barcelona

Night-time power for daytime operations

TMB benefits from the fact that MOBILEcharge allows charging processes to be controlled in a very sophisticated way. This makes it possible to charge the entire e-bus fleet overnight, during the metro's operating break, using the existing grid connection capacity – without increasing TMB's peak load. Coordinating this is a demanding task.



Key figures

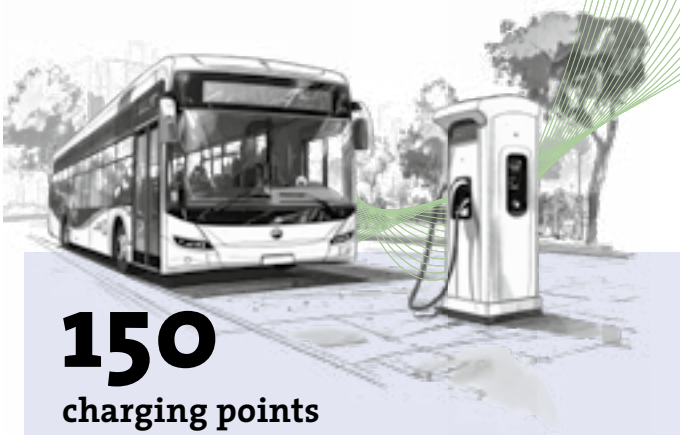
- 203 e-buses
- 3 depots in Barcelona equipped with MOBILEcharge

Intelligent charging

By morning, all buses must be ready for service – fully charged, with sufficient range, and without overloading the power grid. Intelligent distribution of the available energy across the entire charging window avoids costly peak loads that would otherwise drive up electricity prices. In this way, MOBILEcharge reduces strain on the grid, makes optimal use of overnight capacity, and helps lower energy costs. At the same time, the system ensures compliance with transformer specifications and guarantees that all vehicles are fully charged and ready for operation.

Positive outlook

The project with TMB demonstrates how intelligent charge management can reduce operating costs while supporting the efficient use of electric buses. At the same time, service quality remains consistently high – a critical factor as more and more bus routes in Barcelona are scheduled to be converted to electric operation in the future.



150

charging points

from three different providers in three depots were integrated.

>> FOR MORE INFORMATION ABOUT INIT'S PRODUCT PORTFOLIO FOR E-MOBILITY, PLEASE SEE PAGE 14.

Helsinki: Sustainability thanks to container technology

The Helsinki Regional Transport Authority (HSL) is recognised well beyond Finland's borders as a technologically highly innovative public transport operator. All IT projects follow a clear objective: to continuously improve passenger services and make public transport even more reliable, comfortable and accessible.

Key figures

- 361 million journeys in 2025
- 268 bus routes
- 11 tram routes
- 8 commuter trains
- 2 metro lines
- 2 ferry lines

Long-term investment protection

To achieve this, HSL has commissioned INIT to deliver a container-based on-board solution for fleet management, which will be installed in around 1,700 vehicles. The aim is to establish a standardised platform that ensures long-term investment protection, technological openness and efficient operation.

1,700

buses, trams, metros, trains and ferries

in Helsinki will be equipped with INIT's container-based on-board solution.

Open standards and stable operations

The platform is consistently designed for offline capability – a decisive factor for stable operation across all modes of transport, including buses, trams, metros, trains and ferries. In addition, INIT is equipping 1,350 buses with modern driver terminals that support day-to-day operations and operational workflows.

A key element of the project is comprehensive integration into HSL's existing IT and system landscape. To this end, INIT is developing numerous open, ITxPT-compliant interfaces – not only to the HSL backend system, but also for connecting passenger information displays, traffic light modems, ticket validators and passenger counting sensors.

Another major advantage: INIT's container-based software architecture allows applications and functions to run independently of one another and to be updated flexibly without impacting ongoing operations. This reduces update effort, increases operational reliability and simplifies the introduction of new functions.

»Container technology allows us to update and expand functionalities quickly without disrupting services for our passengers. INIT stood out by offering a technically advanced, standards-based, and seamlessly integrated solution that supports both our current operational needs and our long-term development vision.«

Tuomas Savikangas, Director HSL Technology

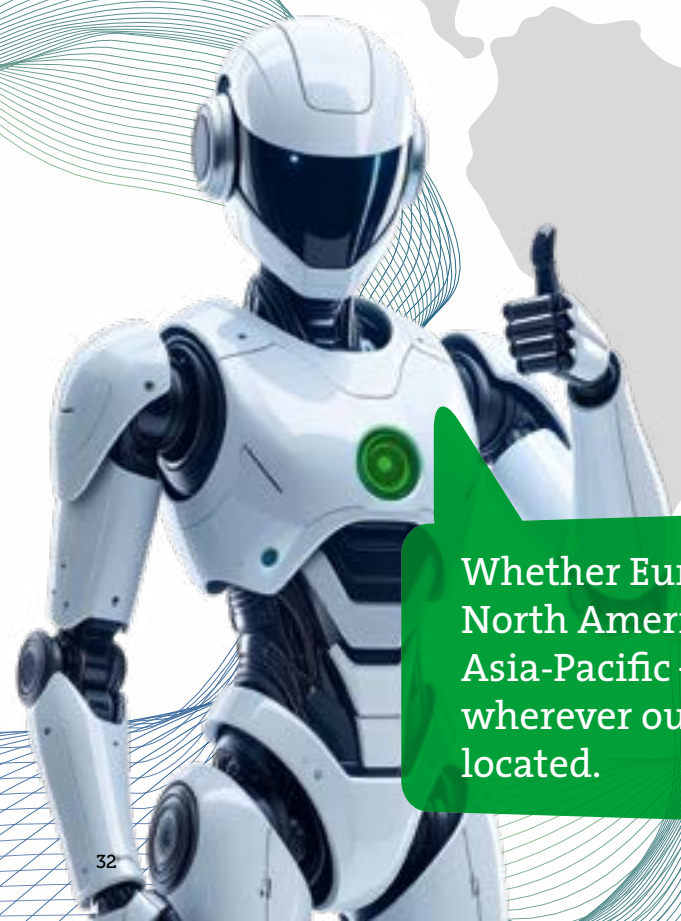
A strategic platform for digital public transport

The HSL project illustrates what can be achieved when innovative transport authorities and technology partners collaborate on forward-looking solutions. INIT is systematically evolving on-board systems from individual vehicle components into open, future-proof platforms.

>> FURTHER INFORMATION ON INIT'S ON-BOARD COMPUTER STRATEGY AND CONTAINER TECHNOLOGY CAN BE FOUND ON PAGE 17

Locations

The INIT Group's network spans the globe. With more than 40 offices and branches worldwide, we offer our customers a first-class service. We are globally present while being locally rooted.



Whether Europe, North America, MENA or Asia-Pacific – you'll find us wherever our customers are located.

Singapore

Brisbane

Sydney

Melbourne

Dunedin

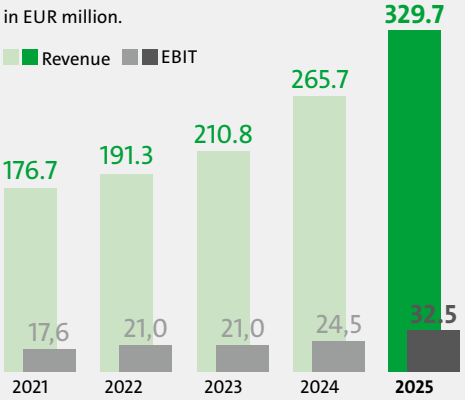
1 Aveiro
2 Berlin*
3 Brunswick
4 Bruchsal
5 Dortmund
6 Hamburg*
7 Hannover
8 Karlsruhe*
9 Kreuzlingen
10 Leipzig
11 Lisbon
12 London
13 Madrid
14 Maynooth
15 Montbonnot-Saint-Martin
16 Neuhausen
17 Nottingham
18 Oldenburg
19 Pasching bei Linz
20 Valence
21 Verona

* Locations of several INIT Group companies in one city.

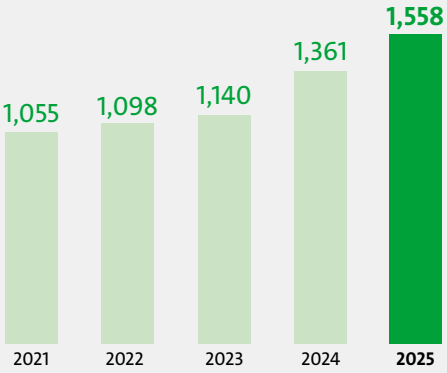
Key figures

Revenue and EBIT

in EUR million.

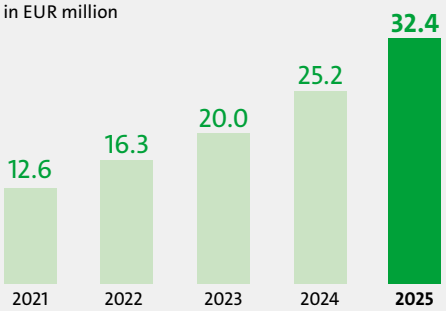


Number of Employees



Research and Development Expenditure*

in EUR million



* includes the capitalised expenses for internally developed software

Imprint

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